

**INDUSTRIAL WELFARE
SOCIETY**

ANNUAL REPORT

1946

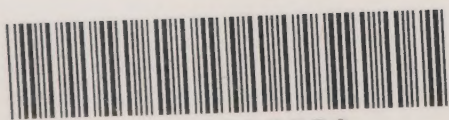
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INDUSTRIAL WELFARE SOCIETY

Founded 1918

Incorporated 1928

ANNUAL REPORT

WITH BALANCE SHEET

for the year ended

June 30th, 1946

Offices : 14, Hobart Place, Westminster, S.W.1
(Sloane 6181-2-3)

INDUSTRIAL WELFARE SOCIETY

(Incorporated)

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MR. A. R. WILDEY, The Wall Paper Manufacturers Ltd. (A. Sanderson & Sons Branch).

THE RT. HON. LORD WOOLTON OF LIVERPOOL, C.H.

Director : MR ROBERT R. HYDE, M.V.O.

Auditors : DELOITTE, PLENDER, GRIFFITHS & CO.

Solicitors : HARGROVE & CO.

Hon. Treasurer and Chairman, Finance and Organization Committee :

MR. ERNEST LEETE.

Chairman of Advisory Medical Committee : MR. DONALD C. NORRIS, M.D., F.R.C.S.

Bankers : WESTMINSTER BANK LTD., GROSVENOR GARDENS, S.W. 1.

Secretary : MR. G. L. PERRY, M.B.E.

Registered Office : 14, HOBART PLACE, WESTMINSTER, S.W. 1.

Telegrams : INDWELFARE, SOWEST, LONDON.

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1945—1946

A YEAR OF CHALLENGE

JULY, 1945 to June, 1946 marked a year which will be memorable in British social history. War had brought about a disintegration of our social fabric to a degree hitherto unforeseen and undreamed of. Though war had brought victory the tasks of peace lacked clarity and purpose, if only because they were so many and so complex. To the working population the change from the disciplines and the urgency of war to the hesitations and uncertainties of peace brought an inevitable relaxation of effort and deep questioning about the social and economic future of the nation. In war they were "wanted and needed"; were they to be equally "needed" in peace? Was the talk of full employment and social security really going to dispel the vivid memories of unemployment and poverty? Was equality of social opportunity going to achieve that economic liberty, with advancement according to ability, joint responsibility in the running of industry and a fair share in the product of their work, for which they had fought so long?

Measured in physical terms alone the year saw the transfer of 7 million workers to new jobs, the demobilization of 3 million serving men and women, and the return of 1 million women from industry to their homes. Such a gigantic change in an accustomed pattern of life, involving almost every family in the country, could not fail to have the most profound effect on social attitudes. This change took place against the background of world shortage of food and raw materials, consumer goods and equipment and against a desperate national shortage of housing which makes the successes of the year more remarkable than its failures.

THE SOCIETY'S TASK

These great problems formed the background of the Society's work during the year. Its task was to consider their effects within the individual places of work, the factories, the mines and docks, the offices and shops, and to attempt to suggest prac-

tical remedies based, as far as may be, on the experience of its members rather than on abstract theories. In a year such as the one covered by the present report it is not easy to point to concrete achievements, since of necessity much of it has been occupied with personal discussions, conferences and the publication of articles and booklets which sought to explore and challenge rather than determine any final solution. Indeed it would be rash to claim that any individual or group had seen the solution and the Society feels that it has made a contribution if only by providing a ready means for the exchange of opinions and experiences, a fact underlined by the steady increase in membership, the enormous popularity of its conferences, by the use made of its information service and the demand for all the literature it has published. These matters are dealt with in more detail in later parts of this report, but it is appropriate here to emphasize some of the main questions which have been dealt with during the year and some of the tasks which face the Society and all those concerned with personnel and human problems in industry in the future.

MANPOWER

Manpower became the first priority in all the problems of reconstruction within the individual factory, for whole industries and for the nation. Because manpower was short and because a new social consciousness stirred through the country, it became of supreme importance to use available labour to the best possible advantage. In making this optimum use it also became important to ensure that work could provide the social satisfactions largely denied in previous generations. The problems of unattractive industries, so called, and the recruitment of their labour force emerged fully for the first, but certainly not the last, time. The revitalizing of the old depressed areas, housing, the planning of satellite towns and the whole question of the relation of the places of living to the places of work assumed an urgency measured by the physical needs of the situation. To these subjects the Society devoted many papers at its conferences and articles in its publications. Shortage of manpower, moreover, explained the prominence assumed by personnel management in the social and economic structure of the country.

REINSTATEMENT

The official plan for reinstatement had been laid down in 1944 in the Reinstatement in Civil Employment Act and the Society from that time, through conferences and publications, sought to influence a wide section of industry on the generous interpretation of the Act and in formulating practical measures for their own organizations. That the process of demobilization has gone smoothly and so few disputes came before the Reinstatement Committees is a tribute to the goodwill and to the careful planning shown by so many firms. Officers, those disabled by nervous breakdowns and those who had acquired special skills in the Services have provided individual difficulties, though even here they have been the problems of a minority. The return of the Service men and women to industry has had none of the disastrous consequences the nation experienced 27 years ago. Instead there has been a tremendous gain in maturity, friendliness and goodwill throughout the industrial community.

EDUCATION

One of the beneficial legacies of war was the transformation in attitude towards education, not yet wholly amongst the younger generation but certainly amongst the older men and women who wanted opportunities for discussion, for listening to music and for the enjoyment of new experiences in travel. The Education Act laid a basis for this fuller development of the man's personality. The Act, coupled with the decline in the numbers of juveniles available to industry and the requirements of the armed forces, compelled employers to consider most carefully training for their young workers. Great interest has been shown in part-time release for non-vocational education, in the establishment of initiation classes for new employees, in the setting up of works training schools and in sending employees to centres such as Pendley, the Outward Bound School and to conferences on cultural and industrial topics. The many discussions and meetings held by the Society on these subjects have led to a very full exchange of views and it is clear that many employers are anxious to give the very fullest practical backing to the new educational programme of the Ministry and to start day release in anticipation of the setting up of County Colleges. It is recognized

that quality of workmanship, intelligent interest in problems of work and therefore the industrial progress of the country depends on a higher standard of education for all workers. The legacy of indifferent education of the war years and of the older generation remains but many firms are attempting to make good these deficiencies. As part of this process of widening interests, the movement to give full information to employees about the firm's policies, technical developments, markets and future progress, has been gaining ground. The problems have been the practical means of "putting workers in the picture" rather than whether it is desirable to disclose facts that only a generation ago were held to be sacrosanct. The publication of works magazines is one of these means and Mr George Isaacs, Minister of Labour and National Service, underlined this theme at the Society's conference on this subject held in March.

EMPLOYMENT POLICY AND JOB SECURITY

It is early to say how deep has been the change in what the average industrial worker expects from his job. Certainly he expects more than just a fair wage; therefore interest has centred largely on many of the non-financial incentives to work, on questions of security, works discipline, joint responsibility and a pleasant working environment. The lifting of the Essential Work Orders from many industries forced these questions into the open and led many firms to overhaul completely their employment policy. The introduction of a guaranteed week, the careful formulation of redundancy policies, the attempt to obviate seasonal unemployment, the greater care shown in selection, placing and training methods, revealed awareness that security of work has become one of the main preoccupations of the present generation. Although wage questions fall outside the scope of the Society's work it has studied closely the problems of job assessment, job description and merit rating. Its booklet *Assessing the Job* was the first attempt to discuss these questions comprehensively in this country and provoked wide and favourable comment. The booklet helped many firms in determining their own schemes and led them to study critically the methods they had previously used for the placing, grading and promoting of employees.

Similarly in the difficult questions of works discipline the Society has been able to suggest arrangements which aim at fair and equitable treatment in all circumstances. Works handbooks and works rules have similarly come under review and many firms have drawn up new booklets which show their employees exactly what are their rights and obligations. It is in this field of employment policy that many of the difficulties of reconciling the advantages of full employment and social security with the necessary industrial discipline and the attainment of high industrial efficiency lie. Arrangements which are based on the consent of employees have proved more lasting than those imposed and some progress has been made in developing such discussions and in some cases transferring a degree of responsibility to the workers themselves.

INDUSTRIAL RELATIONS

Central to all the work of the Society, and to that of personnel and welfare officers, is how to secure satisfaction at work—how to promote good relationships in factories, offices and shops. The year under review has been remarkable for the fact that, despite all the upheavals of war, the limitation of rations and consumer goods and the transference of one third of the working population to new jobs, strikes have been relatively few and industrial relations, measured by the standards of other countries, or by our own standards after the 1914 war, have been good. That this is in large measure due to the organization of the Trade Union movement few would deny. Difficulties have arisen, however, and will arise on representation at workshop and bench level. The high hopes placed on joint production committees have not everywhere materialized, nor have works councils in all cases proved successful. Undoubtedly a deep desire exists amongst many workers to participate in some of the tasks of management, at least where these most directly touch their own jobs, but wholly successful machinery for joint consultation within the factory has yet to be established in many industries. Careful explanation by management, including foremen, of the firm's policy, the reasons behind this or that action, the running of a works magazine and frequent direct contacts between workers in different departments and between managers and workpeople

often help to overcome unfounded suspicions and put an end to damaging rumours.

Psychologists and psychiatrists undoubtedly have a great contribution to make in the understanding of many of the intangible and emotional factors which make up the sum of human contentment and discontent and the Society has formed a close link with the Tavistock Institute of Human Relations to press forward this study as it affects men and women at their places of work. Great interest has been shown in all the conference papers and articles on this subject. Yet despite all the solid progress of the past and the good sense and moderation shown during this difficult year of transition, we can claim to be only at the beginning of an understanding of what are to be the mainsprings of interest in work in future years.

FACTORY PLANNING AND DEVELOPMENT

Housing has been the outstanding national problem, which has affected firms in every part of the country in their attempts to increase their labour force, promote stable working conditions and develop their own plans for improvements to the factory. Except by maintaining lodging registers, by running hostels for transferred workers and easing as far as may be the provision of furniture the contribution of industry of necessity has been small. A number of firms, however, have decided to move their factories, or branches of those factories, to the Development Areas in Wales, Cumberland, Tyneside and Scotland and have consulted the Society on the drawing up of plans for welfare and personnel departments. They have determined that these new factories shall be models of their kind and set standards hitherto unknown in the older industrial districts. As building becomes easier it is certain that more and more attention will be devoted to making factories pleasant places in which to work and in providing a higher standard of amenities such as cloakrooms, canteens, rest rooms, and surgeries. As some contribution to thought on these questions the Society has been preparing during the year the 6th edition of its booklet *Canteens in Industry*, a new booklet on cloakrooms, washplaces and toilets and has devoted considerable attention to the question of colour in industry. It arranged a discussion of leading authorities to determine practical means of

providing the best advice on repainting of factory workshops, machines and canteens. As a result the British Colour Council formed a coordinating committee, the Advisory Committee on Colour and Lighting in Industry, to develop this important work. The Society has been in touch with leading architects, heating and ventilating engineers, and lighting experts so that it may provide a more technical service to its members on the replanning of factories and thus meet a need which has been expressed by many firms of providing the best possible working environment. These discussions are not yet complete but they are an indication of the Society's interest in the questions of factory architecture and internal planning.

NEW LEGISLATION

The National Insurance Act will shortly be enforced and improve the standards of life enjoyed by those who fall sick, of the old people and those unemployed. How do firm's schemes stand in relation to this comprehensive Act? The Minister of National Insurance desires that voluntary schemes remain as supplement to the amounts paid by the State, and indeed rising costs of living suggest that in fact the total real benefits will not be greatly increased under the new scales of payment. The added income from firm's schemes will enable those away sick, or those who have retired, to enjoy a measure of comfort in keeping with modern standards. The Society has taken great interest in these questions and continues to do so. The National Injuries Bill and the Disabled Persons Employment Act are two other measures of far reaching importance. Both touch closely on the problem of rehabilitation in which the Society has for so long had a pioneering interest. The concern of industry to help to the utmost those injured at work or those who come to them with war injuries or with some constitutional weakness is striking evidence of the humanity which is abroad and the deepening of the social conscience. The Catering Wages Act has had far reaching effect on conditions of work for canteen workers, and though many members of the Society have long given conditions above those laid down, the Act consolidates this achievement and ensures better conditions for all. To the solution of the holidays problem the Society greatly assisted the Catering Wages Commission.

THE FUTURE OF PERSONNEL MANAGEMENT

All these problems of change over to new jobs, shortage of labour, difficulties in recruitment to the older industries, education and training of workers, the paramount question of satisfaction at work, have thrown into sharp relief the work of personnel and welfare officers in industry. Their duties have assumed an importance little dreamed of 20 years ago and realized by only a few in the years immediately before the war. Today their place in industry is assured and has the full support of the Trade Union movement, of the Ministry of Labour and National Service and of the employers' federations as well as of thinking citizens in all sections of the community. It is a reflection of that status that so many Service men and women came to the Society during the year for advice on personnel management as a career, and although circumstances unfortunately made it difficult to place many of these first class candidates, some have gone to the social side of industry and are making a notable contribution within their firms.

The relative smoothness with which labour problems have been solved during the first year of reconstruction is due in no small measure to the skill and efficiency of welfare and personnel managers. They have maintained a humanity, a sense of fair play and justice and a lively sympathy with the difficulties and frustrations of workers which has prevented the welfare movement from becoming an affair of stereotyped systems and losing its essential human touch. The Society's conferences have revealed, even if abundant evidence was not elsewhere available, the extremely wide and intelligent interest which the personnel managers show in the social problems of the day. It is hardly too much to say that the increasing number of people of goodwill who are attracted to such work, and there find satisfaction, is one of the most encouraging developments in the social and industrial structure of the country.

QUESTIONS FOR THE FUTURE

Such are a few of the salient questions which have faced the Society during the year and to the solution of which it has attempted to contribute. Many of these questions will persist for several years to come though possibly not with the same intensity as today. Other questions are bound to arise and some of these are already

upon us. What is to be the pattern of industrial discipline in a society with full employment and social security? How is the best contribution of all sections of the working population to be attained if wage levels remain high and there is no fear of the sack? Is there need to establish a new form of joint consultation to meet the rising standard of knowledge amongst employees and their greater aspirations? What is to be the place of the older worker whose physical powers and mental alertness have declined? Can special arrangements be made to utilize his skill and experience without down grading him in the eyes of his fellows? What of women in industry—the part-time work of married women and the attracting of young women to fill the places left empty after the war? What of welfare and personnel work in local government enterprise and in government departments? The Whitley machinery for negotiation is strong in these fields but the development of personnel work is only at its beginning. Can nationalization be achieved without setting up a huge and impersonal administration which will rob the worker of direct interest in his job and knowledge of the policy and purpose of the organization? Can suspicions bred of many generations of poverty and strife be replaced by an industrial outlook which is ready to identify itself with the maximum efficiency of the enterprise? Will education provide the answer to the best use of leisure in the evenings, the longer week-ends and holiday periods?

These are problems for the community as a whole to solve, but the Society of necessity has a special interest in all of them. The very success which it has enjoyed during the year is evidence that this interest is recognized. That it has been a year of absorbing interest none will deny, and its challenge and the challenge of the problems left in its wake promise a long period of vital work ahead.

CHRONICLE OF ACTIVITIES

MEMBERSHIP

It was widely prophesied with the end of the war and because of policies of nationalization, that membership would suffer a severe decline. This, however, has not been the fact and although the increase is less than in the war years, a satisfactory number of new members have joined the Society. Most encouraging is the very great interest that the majority of members show in the Society's activities and in the use which they make of its services. This exchange of information between members and the staff of the Society is the very basis of its development.

The criticism has often been made that the Society represents chiefly the interests of the larger firms and the interests of industries where welfare facilities are better developed than in some of the older trades or heavy industries. An analysis was made of the Society's membership during the year and it is interesting to note, in the Table on page 15, that membership, contrary to this criticism, covers a very representative cross section of industry, both as regards size of firm and trade.

CONFERENCES

During the year the Society arranged a large number of residential conferences in different parts of the country, and in every case the demand for places exceeded the number who could be accommodated. The value of these week-end meetings in promoting discussion on the vital human problems of industry today, was most apparent. Although some of the conferences such as that in August, 1945, at University College, Nottingham, were confined to directors, the majority were open conferences and it was most encouraging to find a large proportion of directors, works managers, production managers, company secretaries, foremen and shop stewards as well as personnel and welfare officers taking part in the proceedings. The solution of many of the human problems of industry depends on a change in the attitude of mind as

ANALYSIS OF MEMBERSHIP

SEPTEMBER, 1946

I. MEMBERSHIP ACCORDING TO SIZE OF FIRM

<i>Number of Employees</i>	<i>Percentage of Total Membership</i>
100 and under -	8.6
101—250 -	21.7
251—500 -	22.5
501—1,000 -	20.1
1,001—3,000 -	17.4
3,001—5,000 -	4.9
5,001 and over -	4.8
TOTAL -	100%

II. MEMBERSHIP ACCORDING TO INDUSTRY

<i>Engineering, Iron and Steel :</i>	<i>Percentage of Total Membership</i>
General, heavy and light engineering -	
Aircraft and motor works -	
Cable manufacture -	
Iron and steel -	
Foundries -	
Shipbuilding -	
Mining -	46.1
2. Food :	
Food manufacture -	
Tobacco -	
Breweries and distilleries -	
Catering -	11.2
3. Textiles :	
Cotton -	
Wool -	
Tailoring and clothing	11.1

4. Chemical :

Chemical manufacture

Paint - - -

Rubber - - -

Plastics - - -

Soap, starch, polish -

9.0

5. General Manufacture :

Potteries - - -

Glass - - -

Asbestos - - -

Brick and tile -

Cement - - -

Leather - - -

Building and civil engineering - -

Woodworking and furniture - -

8.2

6. Public Utilities and Commerce :

Banking - - -

Retail distribution -

Public utilities -

Road and rail transport

Miscellaneous- -

6.8

7. Paper and Printing :

Paper manufacture -

Printing - - -

Optical - - -

Photographic manufacture - -

4.6

8. Laundries :

Laundries - - -

Cleaning and dyeing

3.0

TOTAL -

100%

much as on introduction of specific personnel policies, and the Society greatly welcomes the wide representation of all sections of the industrial community at these conferences and meetings.

In all, over 20 conferences were held during the year in London and the provinces and were attended by 1,879 representatives from member firms. At the majority of meetings delegates from one or more Government departments were present.

CONFERENCE PROGRAMMES

One of the great difficulties in determining conference programmes through the year was to deal with any adequacy with the tremendous human and social problems which faced personnel management in the first year of peace. The challenges to traditional solutions were so deep and the concrete problems of re-settlement, reconversion and recruitment of manpower, education and housing so pressing, that semi-technical conferences seemed out of place. The decision to have speakers on wider subjects such as "Industrial Relationship After the War"; "Women in Industry"; "Selection for Leadership"; "Industry and County Colleges" appeared fully justified. Considerable interest was shown in the experience of the Services in personnel selection, in training, and in the maintenance of morale, and papers on these subjects by Service experts were greatly appreciated. The level of discussion at the Society's conferences was higher than in any previous year, showing how widespread has become the interest in the social problems of our time. Informal meetings between delegates enabled, as always, practical opinions to be exchanged and the opportunity for meeting colleagues from other firms in a friendly and informal atmosphere of a residential conference undoubtedly proved one of the main attractions.

The Council would like to thank the many speakers who have contributed so much to these conferences, and to record their appreciation of the cooperation extended to the Society by the many Government Departments, the Trades Union Congress, the Universities and member firms in providing speakers.

ENQUIRIES

The demand for detailed information over the whole range of personnel problems in industry showed no sign of decreasing

during the year. Some 2,000 such enquiries have been dealt with by letter or telephone by the Information Department of the Society and provided adequate evidence of the serious thought being given by our members to the many issues facing them.

The replanning of health and welfare services, of working conditions and amenities, both within and extraneous to the place of employment has accounted for a large number of enquiries. Noteworthy also have been the number of requests concerning questions of reinstatement and resettlement, education and training, joint consultation and industrial relations. Although the Society does not advise on wages, considerable interest has been shown in the techniques of wage administration, such as job analysis, job evaluation and merit rating schemes. It is gratifying to note the emphasis now being made on all aspects of security of employment, as seen in terms of the guaranteed week, redundancy and termination, pension and sickness schemes and holidays with pay, and many requests have been made for information. The answers have often been of direct influence in the formation of company policy.

WORKS MAGAZINES

Although many works magazines had continued publication throughout the war largely to act as a link between firms and employees in the Forces, probably an equal number ceased publication. With the freeing of a small allocation of paper for new publications, it became possible to contemplate re-starting magazines or initiating magazines for the first time. It was felt by many firms that here was an excellent medium for giving full information to employees about the firm's policies and development, and for promoting better relationships between all groups within the concern. Numerous enquiries were received by the Society on this subject and help given to many editors on all aspects of magazine production. A one-day conference was arranged in London at which the Minister of Labour and National Service, Mr George Isaacs, spoke. So popular was this conference that it had to be repeated a few weeks later. The published report has been found to be of great value by many firms.

Undoubtedly works magazines is a subject with which the Society will be increasingly concerned in the future.

VISITORS

Many hundreds of persons visited the Society to obtain information, and of these 35 were visitors from abroad. The Society was especially glad to resume these contacts with other countries, which had been an outstanding feature of its work during the inter-war years. These personal contacts stimulated a number of written enquiries and exchanges from individuals and associations in the Dominions, U.S.A., France, Czechoslovakia, Scandinavia, Italy, India, Ceylon, Palestine and Egypt.

LIBRARY

The Society's library has been more widely used during the year than ever in the past ; a reflection on the difficulties of getting books, but also of the serious interest in personnel questions. Besides books, loan has extensively been made from the Society's files of works magazines and staff handbooks and of sample constitutions for works councils, benevolent funds and canteen committees.

CONTACT WITH OTHER ORGANIZATIONS

The many friendly contacts which exist between the Society and government departments, voluntary organizations, technical associations, and individual experts have been maintained and strengthened during the year. The Society has found help from the Ministry of Labour and National Service, Ministry of Education, Ministry of National Insurance, Treasury, Industrial Health Research Board and others readily forthcoming. This ready cooperation has enabled enquiries from members to be answered authoritatively, and has also enabled the Society to assist the Government in interpreting details of policy and with certain specialized investigations. Similarly, the close links which exist between the Society and the other organizations working in related fields means that it can turn at once for expert help to a specialist organization.

The Society is represented on a number of advisory committees, among which are:—Films Committee; Post-war Holiday Committee; Board of Trade Catering and Tourist Committee; Central Council of Physical Recreation Research in Industry Sub-Committee; British Management Council; British Council for Rehabilitation; Harvest Camps Committee and certain committees set up by the British Standards Institution, and more recently the committee on Colour and Lighting in Industry. This latter committee was largely initiated by the Society when it called together early in 1946 a number of representatives of interested organizations.

CANTEENS

Enquiries concerning canteens almost doubled during the year and numbered 456. Visits were made to 114 firms to advise them on their special problems and 105 interviews were given at Hobart Place to representatives from members. An important development was an increase in requests for advice in planning new premises in conjunction with the firm's architect. Many firms were concerned with the heavy financial losses incurred in running their canteens, and asked for help to reduce the subsidy to reasonable limits. Members have been most willing to exchange information with each other and to provide details of their canteen policies and problems for the Society. Their readiness to help in many ways is gratefully acknowledged.

INVESTIGATIONS

A number of special, limited investigations were made by the Information Department on certain specific subjects, including house purchase schemes; employee participation; continuation of firms' family allowances schemes; office hours; costs of medical departments; scope and costs of works magazines. Much of this information was collected by means of questionnaires sent to a selected number of firms and the Society found them most cooperative in giving detailed answers to the questions asked and in providing additional information where necessary.

VISITS TO MEMBERS

One of the forms of service to members which the Society has always regarded as of the highest importance has been the personal visits by senior members of the staff. These visits have a two-fold purpose; firstly to provide the management with an opportunity of discussing in detail any special aspects of the development of the firm's welfare and personnel policy, secondly to give, or arrange for, specialist advice and service. The visits enable the staff to sense the general tendencies and needs of industry and it is on information from these directions that the Society's long-term policy is planned and which guides the Society in arranging conferences and preparing new publications and other forms of service. Information obtained from these visits and the interchange of information, and the many discussions which have taken place have been stimulating to the firms concerned and to the Society's staff. During the year 629 visits were made to member firms. The welcome extended has in almost all cases been of the warmest, and is an encouraging indication of the high regard in which the Society is held by its members.

ADVISORY MEDICAL COMMITTEE

The Advisory Medical Committee has held many meetings during the year at which its members have discussed questions of industrial health. Mr Donald C. Norris, F.R.C.S., who was elected chairman for the year, and his committee have given valuable assistance to member firms in advice on health matters.

PUBLICATIONS

The demand for literature on the matters with which the Society is dealing has been very great during the year. Shortages of paper, the difficulties which faced all printers and the limitations of the Society's editorial staff prevented the publication of many booklets which are badly needed. Nevertheless the following new booklets were produced :—

*Points for Planners—1. The Welfare and Personnel Department.
Assessing the Job.*

Report of Works Magazine Conference, April, 1946.

Report of Directors' Conference, Nottingham, 1945.

Library Catalogue.

The following booklets were reprinted or new editions prepared :—

Outline of Industrial Welfare and Personnel Management.

Plan for Reinstatement.

Personnel Records.

Practical Canteen Catering.

In addition a large number of articles were reprinted from *Industrial Welfare and Personnel Management* and from conference papers. Preparations were well advanced for a 6th edition of *Canteens in Industry* and had begun on a comprehensive, practical booklet on cloakrooms, washplaces and toilets.

With small increases in paper allocations it was possible to accept new subscribers for the Society's Journal and in a few months over 160 new subscriptions had been received in addition to the copies sent free to new members. It was encouraging, after six long years, to be able to resume exchanges with journals published abroad, especially in Europe. Contacts were made thus, either through exchanges with organizations similar to the Society, or through subscriptions, with Sweden, Czechoslovakia, Norway, Holland, Uruguay, Brazil, Finland, Palestine, France, Portugal, Argentine and many of the Dominions and Colonies. Permission to reproduce articles published in *Industrial Welfare and Personnel Management* has been widely sought and readily given. The Central Office of Information, and the British Council have reproduced articles and notes from practically every issue for circulation abroad. The Society would like to thank the many contributors to the Journal for the help they have so readily given in providing articles, notes and photographs and thus maintaining the standard of the Journal at a very high level.

That the Confidential Bulletin has been greatly appreciated by members is shown by the number of enquiries resulting from notes published in it. During the year it was decided to improve its appearance and cover.

Over 14,500 booklets were sold during the year which is some indication of the need for literature on personnel management. The Society hopes that it will be able to maintain and extend this important branch of its service.

A P P O I N T M E N T S

During the year nearly 500 persons sought the advice of the Society in regard to appointments in industry as medical officers, personnel and welfare officers, industrial nurses and education and training officers. The demand for such appointments has to some extent declined throughout the period, and in all, only a limited number of appointments of this kind were made, although over 400 candidates were submitted to members for consideration. A larger number, however, found work they were seeking but did not notify the Society.

T H E S T A F F

This year has seen a number of staff changes in the Society. Mr J. Ranger on being elected to the House of Commons, left in July, 1945. Mrs E. A. Walker well known to so many members, retired in December, 1945. Mr A. V. S. Lochhead returned, after service in the Royal Navy, as head of the Publications Department in February, 1946. Miss M. Boutflower, remembered for her unfailing attention to information enquiries, left the Society to go to India in May, 1946, and her place was taken by Mrs J. Maizels.

During the year, Mr W. H. Bower was appointed to assist the Society in the development of group personnel work. Mr J. Jefferson also joined the Society as a member of the visiting staff and his special knowledge of matters relating to cultural and technical training of young people in industry has been of considerable service to our members.

Miss M. Burns, who for many years was with the Recruitment and Training Section of the Cotton Board, joined the visiting staff of the Society and has brought a wealth of experience gained in the cotton industry to the assistance of member firms.

C O U N C I L

It was with great regret that the Society heard of the death of Mr H. O. Sydney Tyler and Mrs E. L. Pigott. Their warm interest in the progress of the Society and their unfailing readiness to give help and advice will be greatly missed by their colleagues on the Council and by a host of friends in the industrial welfare movement.

INDUSTRIAL WELFARE

(Incorporated on the 25th October, 1928, under the Companies

BALANCE SHEET

1945			£	£
£	£			
1,736		CREDITORS AND ACCRUED CHARGES (including provision for Deferred Repairs)	—	1,824
		JOURNAL SUBSCRIPTIONS AND CONFERENCE		
289		FEES RECEIVED IN ADVANCE	—	302
		STAFF BENEVOLENT FUND ACCOUNT :		
449		Balance as at 30th June, 1945	—	385
		Less : Excess of Grants over Income for the		
	64	year — — — — —		11
385	—			374
		GENERAL FUND ACCOUNT :		
34,600		Balance as at 30th June, 1945	—	41,020
—		Add : Profit on Realization of Investments		94
—				—
34,600				41,114
—		Less : Special Contribution to Pension Scheme		1,453
—				—
34,600				39,661
		Add : Excess of Income over Expenditure for the year ended 30th June, 1946,		
		per attached Account	—	2,076
6,420				—
41,020	—			41,737
£43,430	—			£44,237

REPORT OF THE AUDITORS TO THE MEMBERS OF THE

We have examined the above Balance Sheet, dated 30th June, 1946, with the books required. In our opinion such Balance Sheet is properly drawn up so as to exhibit a true information and the explanations given to us and as shown by the books of the Society 5, London Wall Buildings, London, E.C. 2.
23rd September, 1946.

SOCIETY (Incorporated)

Acts 1908 to 1917 as a Company limited by Guarantee)

30th JUNE, 1946

1945									
	£						£	£	
		FURNITURE AND FITTINGS at cost, less Proceeds of Sales							
1		and amounts written off - - - - -							1
433		DEBTORS	-	-	-	-	-	-	543
58		PAYMENTS IN ADVANCE	-	-	-	-	-	-	84
		INVESTMENTS at Cost :							
		Staff Benevolent Fund—							
385		British Government Securities	-	-	-	-	-	-	374
		(Value based on Market Quotations £394)							
		General Fund—							
		British Government and Municipal Securities	-				39,527		
		Dominion Government Securities	-	-	-	-	2,020		
41,457								41,547	
		(Value based on Market Quotations £43,068)							
1,096		CASH AT BANK AND IN HAND	-	-	-	-			1,688

(Signed) THOMAS E. A. STOWELL }
(Signed) E. J. FOX } Members of the Council.

(Signed) ERNEST LEETE, *Honorary Treasurer and Chairman of the Finance and Organization Committee.*

£43,430

£44,237

INDUSTRIAL WELFARE SOCIETY (INCORPORATED)

of the Society and have obtained all the information and explanations we have re-
and correct view of the state of the Society's affairs according to the best of our

Signed) DELOITTE, PLENDER, GRIFFITHS & CO., }
Chartered Accountants. } Auditors.

INDUSTRIAL WELFARE

(Incorporated on the 25th October, 1928, under the Companies

INCOME AND EXPENDITURE ACCOUNT

1945

£

£

To Salaries :

5,628	Welfare Organization and Information Service	-	-					5,480
	Department for the Development and Extension of the							
1,710	Objects of the Society	-	-	-	-	-	-	1,496
1,634	Organization of Conferences	-	-	-	-	-	-	1,039
753	Editorial Department	-	-	-	-	-	-	1,737
3,931	Administration	-	-	-	-	-	-	5,498
<hr/>								
13,656								15,250
1,122	„ Staff Pension Scheme Contributions	-	-	-	-	-	-	1,020
1,424	„ Travelling and other Expenses of Director and Organizers							1,203
528	„ Hire of Halls, Conference Accommodation, etc.	-	-	-	-	-	-	2,036
1,063	„ Printing, Stationery and Pamphlets	-	-	-	-	-	-	1,655
897	„ Postages, Telegrams and Telephone	-	-	-	-	-	-	988
712	„ Rent and Rates	-	-	-	-	-	-	1,000
559	„ Cleaning, Lighting and Heating	-	-	-	-	-	-	744
441	„ Sundry Office Expenses	-	-	-	-	-	-	568
126	„ Audit Fee	-	-	-	-	-	-	126
371	„ Furniture and Fittings : Expenditure during year written off							497
500	„ Provision for Maintenance and Redecoration of Premises	-	-	-	-	-	-	—
6,420	„ Balance, being Excess of Income over Expenditure carried to							
	Balance Sheet	-	-	-	-	-	-	2,076
<hr/>								
<u>£27,819</u>								<u>£27,163</u>

SOCIETY (Incorporated)

Acts 1908 to 1917 as a Company limited by Guarantee

FOR THE YEAR ENDED 30th JUNE 1946

1945

£		£
18,139	By Subscriptions received from Members - - - -	18,790
	(No credit has been taken for subscriptions due but not collected).	
5,315	„ Donations received from Members and Others - -	2,980
<u>23,454</u>		<u>21,770</u>
	„ <i>Industrial Welfare and Personnel Management Journal</i> :	
	„ Receipts from Advertisements, Subscriptions and Cash Sales,	
506	less cost of printing, postages and sundries -	701
855	„ Sale of Pamphlets - - - - -	703
2,027	„ Contributions to Conferences and Lectures - - -	2,887
977	„ Interest on Investments (Gross) - - - - -	1,102

£27,819

£27,163

CHENEY AND SONS
BANBURY OXON

